

# **All transformation**

# **Is**

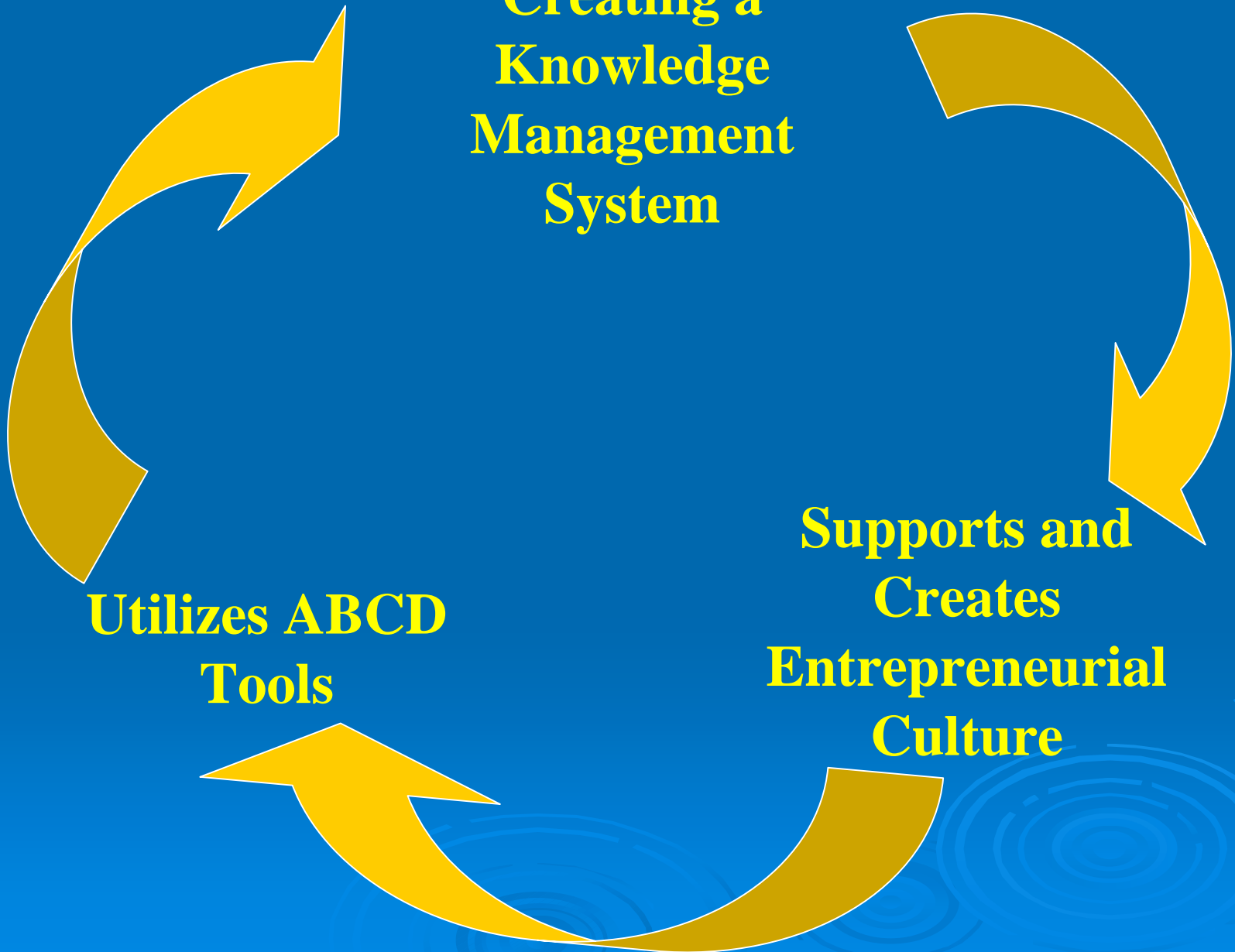
# **Linguistic**

**(If you are not talking about  
community assets, your community  
will not believe it has assets)**

**Creating a  
Knowledge  
Management  
System**

**Supports and  
Creates  
Entrepreneurial  
Culture**

**Utilizes ABCD  
Tools**



# Knowledge Management and Economic Development

- The United States is shifting to an information economy. It is no longer completely dependent on capital and equipment; information and knowledge assets are increasingly important.
- The new challenge to local economic development is harnessing the information and “knowledge assets” of a community and helping local businesses succeed in the new environment.

# What is Knowledge Management?

## Why is it Important?

- In today's information economy, companies have come to realize that their major business assets are:
  - • concepts (i.e. ideas, designs, etc.);
  - • competence (i.e. the ability to execute); and,
  - • connections (i.e. close relationships that allow the leveraging of one's abilities). (Rosabeth Kanter)
- *These are the main “products” of ABCD*

# Capturing Local Knowledge

- If worker skills are companies' greatest assets, then companies will locate where a skilled workforce is available. In addition, new companies will be more likely to be started in such locations. As described by the new economic developers:
- *Brainpower will be the dominant resource of the 21st century. Cities, rural towns and counties that do the best job of attracting and educating and identifying talented people will flourish. People are the new products.*

# Reality Check #1

- There are 26,000 communities competing for an average of 400 corporate relocations each year.
- the majority of new jobs and economic growth comes from small businesses which produce over 80 percent of our international exports.
- While it might be a nice idea to attract a big company which might hire and train hundreds in your community, your odds may be much better investing in local entrepreneurs and small businesses.
- The current trend, however, has focused on attracting corporate relocations, not on developing local skills or aspiring entrepreneurs. Both strategies can, and should, be developed together.

# Reality Check #2

- Small businesses run by entrepreneurs account for 70 percent of current economic growth in the U.S.
- There are 100,000 call centers in the U. S., but the six largest call center companies have just moved their operations to India where 50,000+ citizens are learning to speak with an American accent.
- If a company comes to town, there will be no guarantee they will stay.
- However, developing your local entrepreneurs is much more likely to bring economic stability for the long term.

# Reality Check #3

## In Many Rural Counties:

- Erosion in economic mainstays – farming, textiles, manufacturing
- Fiscal constraints – required to do more with less (e.g., federal mandates)
- Losing the “best and the brightest” – out-migration of young people
- Infrastructure challenges – meeting the demands of the information revolution and maintaining and improving basic services
- Capacity constraints – doing it all with a thin leadership pool



# Reality Check #4

## Confronting this Reality

County and regional leaders are :

- Are looking for ways to re-energize local economies  
- bring hope to community residents
- Recognize the limited returns from traditional economic development approaches – from “hunting” to the new “grow from within” or entrepreneurship strategies
- Doing this with a parallel strategy - we know how to recruit and we get support for doing so but how do we energize entrepreneurs and create an entrepreneurial economy?

# How do you Energize an Entrepreneurial Economy?

- Develop a program or a strategy that:
  - internally focuses on identifying, connecting and supporting entrepreneurs as they create and grow their enterprises and
  - intentionally focuses on creating a community environment that is supportive of entrepreneurs and their enterprises
  - Connecting both together through ABCD

# Crossing the Great Divide:

- Cities, towns and rural communities that have successfully inventoried individual capacities (especially entrepreneurial) and mapped their community assets will:
  - 1. Build a stronger E-Culture to attract entrepreneurs
  - 2. Have greater success in attracting small industry looking for “skill pools.”

# Successful Entrepreneurship Development Strategies

- Focus on entrepreneurs – build programs based on the real needs of all types of entrepreneurs.
- Build on assets – build on what you have.
- Encourage collaboration – public, private, non-profit; profit; within and between counties.
- Strategically target entrepreneurs – focus on the types of entrepreneurs you have in your county.
- Celebrate county and entrepreneurial success – highlight successful entrepreneurs as role models in your county.
- Build E-Culture and a community that supports risk taking

# Knowledge Management for Communities – Using ABCD Capacity Inventory Tool to Capture local Knowledge

- Identify and capture the Value Driven “Know-How” in your community
- Grasp the concept of silent knowledge, or “know-how” contained in people's heads. The challenge inherent with this kind of knowledge management is figuring out how to recognize, generate, share and manage, and **CONNECT/MOBILIZE** it.
- ABCD ToolKit to the rescue

# Crafting a Capacity Inventory

*Purpose of a capacity inventory is twofold:*

1. Build belief in the capacities of local people
2. Mobilize their capacities to produce concrete outcomes

*Steps to designing a Capacity Inventory:*

- A. Visioning: Question Yourself First: What do we want to do? How can we make our dreams happen? What do we want to accomplish?  
What are our goals?
- B. What are the concrete individual capacities and community assets we need to make this happen?
- C. Craft the questions to capture the best, most concrete and specific response to these questions
- D. Determine the group(s) you want to inventory for this goal
- E. Keep it to the point
- F. Enlist community volunteers or organizational partners that want to help
- G. Decide what data base you need to store, retrieve, distribute, disseminate your findings.

# Capacity Inventory Questions

Ask questions regarding:

- Skill ranges; retail, service, caregiving, maintenance, repair, community organizing and social events
- Abilities and Talents: arts, storytelling, crafts, gardening, teaching, sports, volunteering,



# Capacity Inventory Questions

- Common Interests: What would people like to learn, enthusiasm for a new project, participating in new activity, join a group, start a group.
- Life Experiences: travel, educational, sports, environmental
- Entrepreneurial Experiences: attempts, start-ups, successes, mentoring, support systems, local wisdom



# Sample ideas of Capacity Inventories (CI) in Action

- Create CI of all lending institutions programs for small business and entrepreneurs
- Catalogue all assets and resources for entrepreneurs from formal institutions to informal networks in community through a CI
- Create a “local associations” CI with expertise listed that supports small business/E-development
- Conduct a CI with church groups to identify those wishing to start a small business
- Publish community E-sources on Chamber website to attract entrepreneurs

# More ideas of Capacity Inventories

- Create a CI of Skills Bank exchange or local website so community members can trade or purchase services from each other
- Conduct CI with institutions to identify assets that support small business and entrepreneurs
- Interview local small business leaders and inventory successful tactics, strategies, potential mentors
- Create partnership between local industries,
- C o C, foundations, to support scholarships for local entrepreneur training
- Create Board members Asset Map
- Create Volunteer Groups Asset Map

# Associations – A Crucial Link

Associations are the vehicles by which we voluntarily come together to learn, share, teach, collaborate, socialize, contribute and act.

- Support groups
- Church groups
- Neighborhood or Community Groups
- Business groups
- School Groups
- Service Groups
- Mutual Support Groups (AA, etc)
- Men and Women Groups
- Youth Groups
- Cultural Groups
- Hobby Groups

# Sample Association Capacity Inventory Tool

Associational Assets Inventory Inventory Tool 2				
Community _____	Date _____	Page ____ of ____		
Name of Association	Contact Person	Phone Number	Aim	Program/Services Offered
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Examples:

- Business Association: Chamber of Commerce, neighborhood business associations, trade groups,...
- Charitable Groups/Drives: Red Cross, Cancer Society, United Way, Diabetes Association,...
- Youth Groups: 4-H Clubs, Future Farmers, Girl Scouts, Boy Scouts, YMCA, YWCA,...
- Civic Events: art fair, health fair, 4th of July, town festival,...

Source: Adaptation of: *Vitaling Communities, Community Guide*, 1999. J. Allen, S. Cordes, and J. Hart, p.31

# Communitywalk.com

## Create a Visual Map

- Create a map of your community
- You place the markers
- You determine what to map
- Easy for people to use
- Make several types of capacity inventories or Asset Maps
- Can be printed out and distributed
- Can be seen and accessed on-line

# The most unusual combinations in a CI are usually the most effective . . .

- Brainstorm on how these people could be connected in ways that support your work.
- Be as wild and reckless as needed with your connections.
- Be brave! Be bold!
- The sky is the limit to connecting.
- The more different the connection, often the better!
- Cross fields of expertise, mix up disciplines, bring together different ways of thinking and approaches.

# Five things You Can Do as Workforce Leaders

1. Be a champion for entrepreneurship development – successful counties have someone who creates a spark! Be the spark.
2. Create an Entrepreneurship Development Leadership Team – find find the entrepreneurs and leaders from the public, private and nonprofit sectors who can lead an entrepreneurship effort.
3. Invite a panel of entrepreneurs to address a Chamber or other county meeting – listen to them but also give them time to network. network.
4. Begin a business visitation program using county volunteers – who who are your entrepreneurs and what are their plans for the future? future? Don't forget to visit youth entrepreneurs!
5. Start inventorying the capacities and mapping the assets you have to encourage and support entrepreneurs – think outside the box and and don't forget the assets in your region. (D.Markley)



# **Compile for distribution, Share Your Findings, Insights, New Connections, Outcomes and present back to:**

- 1. Community groups**
  - 2. Associations**
  - 3. Interested parties**
  - 4. Governance entities**
  - 5. Influential folks**
  - 6. Partnerships/ interested groups**
  - 7. Business Groups**
- Encourage groups to follow up on change, action, engagement, strategies, connections**
  - Follow up on and support actions**
  - Remember this is community owned information**
  - You are the facilitators of this information**
  - This is the ABCD approach in action**



*Make It a  
Grand  
Adventure!*

*We become  
who we hang  
out with!*



# Outcomes of ABCD

- Relationship Building is integral to community building
- Engenders social capital and trust
- Positive approach based on people's strengths, not weaknesses
- Group work encourages dialogue and consensus
- Allows profound dignity as people express their gifts, talents and skills in their own terms
- Creates respectful relationships

# Outcomes cont'd

- Allows silent voices to be heard
- Fosters new language and thinking
- Gives community members a new way to describe themselves
- Creates a new knowledge base about the skills of the community
- Knowledge base can be reviewed each year to track new trends

# Groups Exercise by Region

To all you ABCD Experts.....

1. Brainstorm to see how creative you can be in creating an idea for a Capacity Inventory or Asset Map
2. Use the examples or come up with your own group ideas
3. Try to come up with 3 ideas initially that could be successful (low hanging fruit)
4. Be prepared to share with entire group

# Models To Consider

- Georgia's Entrepreneur Friendly Community Program
- HomeTown Competitiveness in Nebraska – [www.htcnebraska.org](http://www.htcnebraska.org)
- Economic Gardening in Colorado – <http://www.littletongov.org/bia/economicgardening/default.asp>

# Lessons from Noah and His Ark

- Don't miss the boat
- Remember we are all in the same boat
- It wasn't raining when Noah built the Ark
- For safety's sake, travel in pairs
- Snails were on board with Cheetahs, speed is not necessarily an advantage
- The Ark was built by amateurs, the Titanic was built by professionals
- No matter the storm, there is always a rainbow at the end



# Thank You!!

- For more information on ABCD contact:
- <http://www.northwestern.edu/ipr/abcd.html>

Contact information for Lisa Hadden:

[Lhadden@stmarysofmichigan.org](mailto:Lhadden@stmarysofmichigan.org)

[Csproull@stmarysofmichigan.org](mailto:Csproull@stmarysofmichigan.org)